

Retirement

Date	Director	Other Directorships
1997	H. G. Storr Executive Vice President & Chief Financial Officer Philip Morris Companies Inc. Chairman & CEO Philip Morris Capital Corporation	Chemical Bank (Advisory Board) International Tennis Hall of Fame - \$80,000 (Director & Treasurer) Klingelberg Corporation
	Training/Experience finance, accounting	

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1998	R. E. R. Huntley Counsel Hunton & Williams (Formerly: President, Washington and Lee University Dean of Law School, Washington and Lee University)	Richmond Renaissance - \$30,000 Sprint Union Theological Seminary (Member, Board of Trustees) Virginia Foundation for Independent Colleges (Trustee) Virginia Historical Society (Trustee) - \$110,000
	Training/Experience law, education, catalog sales	

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1999	J. D. Nichols Chairman & CEO Illinois Tool Works (Formerly: Executive Vice President and COO Aerojet-General Corp.; Director, Financial Controls ITT Corporation)	Argonne National Laboratory Art Institute of Chicago - \$265,000 Business Roundtable Chicago Symphony Orchestra - \$40,000 Household International Corporation Junior Achievement of Chicago - \$100,000 Lyric Opera of Chicago - \$146,000 Museum of Science and Industry - \$55,000 Rockwell International Corporation Stone Container Corporation University of Chicago (Trustee)
	Training/Experience manufacturing	

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2000	M. H. Bring Senior Vice President & General Counsel Philip Morris Companies Inc. (Formerly: Senior Partner, Arnold & Porter)	Lawyers' Committee for Civil Rights Under Law - \$12,500 The Legal Aid Society - \$10,000 New York City Opera Co. - \$100,000 New York Law Center Foundation Whitney Museum of American Art (Trustee) - \$137,920
	Training/Experience law, government	

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2000	W. H. Donaldson Chairman & CEO New York Stock Exchange, Inc. (Formerly: Dean of the Graduate School of Management of Yale University William S. Beinecke Professor in Management Studies Counsel to the Vice President of the United States U.S. Undersecretary of State Co-founder, Chairman and CEO Donaldson, Lufkin & Jenrette, Inc.)	Aetna Life & Casualty Co. Business Council of the State of New York Carnegie Endowment for World Peace Council on Foreign Relations Honeywell, Inc. Lincoln Center for the Performing Arts, Inc. - \$350,920 Marine Corps Command & Staff College (Trustee) National Executive Service Corps - \$2,500 New York City Partnership - \$87,500 St. Lawrence University (Trustee)
	Training/Experience finance, education, management, government	

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2000	K. R. Murdoch Chairman & CEO The News Corporation Limited	None
	Training/Experience publishing, motion pictures, television	

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2001	R. W. Murray President and COO Philip Morris Companies Inc. Training/Experience finance, accounting, marketing	Alvin Ailey American Dance Theater - \$358,420 American Museum of Natural History - \$10,000 International Tennis Hall of Fame - \$80,000 Polytechnic University (Trustee) - \$31,000 United Negro College Fund - \$1,051,420

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2004	M. A. Miles Chairman of the Board & CEO Philip Morris Companies Inc. Training/Experience advertising, marketing, fast food	Business Committee for the Arts, Inc. - \$5,000 The Business Council The Business Roundtable The Chicago Council on Foreign Relations The Conference Board (Trustee) - \$51,000 Grocery Manufacturers of America, Inc. J.L. Kellogg Graduate School of Management - \$1,250 Junior Achievement of Chicago - \$100,000 The Lyric Opera of Chicago - \$146,000 National Multiple Sclerosis Society NYC Chapter - \$61,500 New York Chamber of Commerce and Industry New York City Partnership Inc. - \$87,500 President's Advisory Committee for Trade Policy and Negotiations Sears, Roebuck and Company

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2006	R. S. Penske President Penske Corporation; Chief Executive Officer, Detroit Diesel Corporation and Penske Truck Leasing Corporation Training/Experience transportation, automotive technology, retail sales	American Express Company Conner Peripherals, Inc. Henry Ford Museum & Greenfield Village (Trustee) Shearson Lehman Brothers Holdings, Inc.

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2007	E. E. Bailey, Ph.D. John C. Howard Professor of Public Policy & Management, The Wharton School of the University of Pennsylvania (Formerly: Dean, Graduate School of Industrial Administration, Carnegie-Mellon University; Vice-Chairman, Civil Aeronautics Board)	Brookings Institution College Retirement Equities Fund CSX Corporation Honeywell Inc. National Westminster Bancorp Inc. (Note: \$89,500 contributed to The Wharton School.)
	Training/Experience economics, research, teaching	

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2008	J. S. Reed Chairman Citicorp and Citibank, N.A. Training/Experience engineering, finance	Americas Society - \$25,000 Center for the Advanced Study in Behavioral Sciences Corporation of MIT (Member) Memorial Sloan-Kettering Cancer Center (Board of Managers) Monsanto Co. National Bureau of Economic Research, Inc. - \$15,000 (Trustee) Rand Corporation Russell Sage Foundation (Trustee) Spencer Foundation

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2010	Stephen M. Wolf Chairman & CEO UAL Corporation & United Airlines (Formerly President and CEO Tiger International, Inc.; President and CEO Republic Airlines; President and COO Continental Airlines)	Air Transport Association of America Alzheimers Disease and Related Disorders Assoc. - \$1,200 Chicago-Cities in School Chicago Council on Foreign Relations Chicago Symphony Orchestra - \$40,000 The Conference Board (Trustee) - \$51,000 Illinois Dept. of Public Aid Project Chance Rush-Presbyterian-St. Luke's Medical Center Seattle Museum of Flight The Business Roundtable Conagra (Former Director)
	Training/Experience airline industry	

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2013	J. Evans Vice President & General Manager Home & Personal Services Division U.S. West Communications, Inc. Training/Experience marketing, direct mail, retailing	Catalyst - \$20,920 Edison Brothers Stores, Inc. Ladies Professional Golf Association Maidenform Inc. (Advisory Board) The Phoenix Heard Museum Women's Forum Young Presidents' Organization

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2017	R. D. Parsons Chairman & CEO The Dimes Savings Bank of New York, FSB Training/Experience law	Federal National Mortgage Association Howard University (Trustee) - \$28,000 Metropolitan Museum of Art (Trustee) - \$792,000 Rockefeller Brothers Fund Time Warner Inc.

Emeritus Directors

Retirement

Date	Chairman Emeritus	Other Directorships
Permanent	J. F. Cullman 3rd Chairman Emeritus Philip Morris Companies Inc. Training/Experience business, marketing	African Wildlife Foundation American Museum of Natural History (Trustee) - \$10,000 Atlantic Salmon Federation (U.S.) (Chairman) IBM World Trade Europe (Honorary Director) International Tennis Hall of Fame - \$80,000 (Chairman of Executive Committee) Walt Disney Company (Director Emeritus) World Wildlife Fund - The Conservation Foundation (Chairman Executive Committee) - \$62,500